

TRAINING BOOTCAMP Series

EPISODE 3

Training For Outcomes: Closing the Performance Gap

CENTER FOR
WORKFORCE DEVELOPMENT
OZARKS TECHNICAL COMMUNITY COLLEGE

workforce.otc.edu • cwd@otc.edu
(417) 447-8884

FINDING PERFORMANCE GAPS

In their book *Performance Consulting: A Strategic Process to Improve, Measure, and Sustain Organizational Results*,¹ performance consulting experts James and Dana Robinson use a powerful tool called the Gaps Map. The Gaps Map is created using information gathered during your assessment and analysis. It helps paint a much clearer picture of both specific and overarching gaps in training. With the Gaps Map, you compare the **current** state of performance to the performance level that **should** deliver the expected business results. The resulting “gap” is where you focus your attention.

ALL GAPS ARE NOT EQUAL

Take a look at some examples in Table 1 that explore factors affecting performance. These factors fall into three categories:

1. **Factors external to the organization** (competition, the economy, changing consumer tastes, etc.)
2. **Factors internal to the organization** (outdated equipment, inadequate computer information system, unsafe work environment)
3. **Factors internal to the individual** (does employee have the right skills, abilities, knowledge and motivation to perform at the highest level)

As you can probably tell, training isn't a correct solution for Factors One and Two. Most likely, it will be a combination of training and other tools that will ultimately provide the business results you wish to see.

WE CAN HELP

At the OTC Center for Workforce Development, our business managers work with clients every day to assess and analyze training needs, and we have professional industry experts to that develop and deliver proven training modules to achieve your performance goals. We work hard to be your first and only choice when it comes to delivering professional development training, consulting and coaching for your employees.

¹<https://www.amazon.com/Performance-Consulting-Strategic-Process-Organizational/dp/1626562296>

Table 1: Identifying Performance Gaps

EPIISODE 3

Business Need	Performance SHOULD (Desired State)	Performance IS (Current State)	Possible Conclusions
<p>Increase revenue by 10% in the first quarter compared to the previous year</p>	<ul style="list-style-type: none"> • Salespeople should know what personally motivates a client to buy • Salespeople should know a client's value drivers • Salespeople should be able to track sales in Salesforce 	<ul style="list-style-type: none"> • Salespeople don't have a "trusted advisor" relationship with their clients • Salespeople sell on features & benefits and don't listen to understand a client's needs • Salespeople do not know how to use Salesforce so they don't track sales with it. 	<ul style="list-style-type: none"> • Salespeople lack skills and knowledge in this area • Salespeople have too many accounts that limit the time they can spend with each client • Salespeople work remotely, and the Salesforce platform doesn't work out in the field
<p>Increase customer experience survey scores by 5%</p>	<ul style="list-style-type: none"> • Inbound call team employees should provide excellent customer service 	<ul style="list-style-type: none"> • Managers report that call team employees lack product knowledge and are sometimes rude to customers 	<ul style="list-style-type: none"> • Call team is unaware that product info is available on the Intranet • Call team employees are not provided a script to follow on certain types of calls • Employees do not feel managers communicate expectations clearly
<p>Decrease number of safety violations per quarter from 12 to 7</p>	<ul style="list-style-type: none"> • Production employees should wear protective eyewear and ear plugs at all times on the floor • Spills should be cleaned up immediately • Production employees should be following prescribed equipment and processing procedures 	<ul style="list-style-type: none"> • Safety officers report production workers not wearing their personal protective devices • Spills are left for next shift to clean up resulting in slips and falls • Production employees not following prescribed equipment and processing procedures 	<ul style="list-style-type: none"> • Safety officers not enforcing prescribed equipment and processing procedures • New production employees do not receive adequate information regarding plant policies and procedures • Safety policies and procedures are not clearly written or are poorly communicated.